

ATTACHMENT 4.10: Comprehensive System of Personnel Development

The Division of Disability, Aging, and Rehabilitative Services, Vocational Rehabilitation Services faces many challenges as it strives to meet the needs of people with disabilities so they may prepare for and engage in gainful employment.

Personnel Standards

The State of Indiana has chosen to pursue the national standards established for pursuit and implementation of the Comprehensive System of Personnel Development due to the absence of a state licensure for vocational rehabilitation counselors. Indiana has chosen the national standard of a master's degree in rehabilitation counseling or closely related area as its educational standard. Counselors who have previously met the CRC standard with less than the master's degree and have maintained their certification through the necessary hours of continuing education will be considered to have met the required standard.

Indiana's Human Resource System is inclusive of a Human Resource Development Plan to provide training, education, and staff development to ensure that staff is knowledgeable and skilled in the ever-changing field of rehabilitation. An annual needs assessment survey is conducted to identify training needs. A needs assessment was sent out in December 2005 in electronic format. The needs assessment was designed by the VR Training Director in conjunction with staff from the Indiana Institute on Disabilities and Community (IIDC). Results were analyzed and refined in 2006 with the assistance of IIDC. Trainings for the coming year are planned in response to the needs assessment. The results are also being used to guide the development of the Leadership Academy which consists of the core courses necessary for rehabilitation personnel in Indiana. Training needs are also identified by analyzing quality assurance review results, and training content is individualized based on these results. Unlike the other states in Region V, Indiana does not have an RSA funded masters program to prepare counselors to work in the State Agency. However, Ball State University has graduated fifty-six students since their masters program started in 1995, which includes no new graduates in 2006. Eight to ten graduates are expected to exit the Ball State program by August, 2008. To support the professionalism of our staff we have put into place a system of tuition reimbursement for the Masters in Rehabilitation Counseling program at Ball State University, as well as other accredited masters programs. When we were in the early stages of addressing the CSPD requirement, we worked with Ball State University to establish a distance learning program (via satellite) to make masters level coursework accessible to counselors across the State of Indiana. The first course was offered in the Fall of 1999 and the second in the spring of 2000. VRS plans to meet annually with Ball State University, an institution of higher education, to coordinate and plan, and update plans for recruiting, preparing, and retaining qualified personnel. Discussions on establishing an internship program to assist in recruitment to the State agency have occurred, and we are working with Ball State to increase the number of internships in the State Agency. Both the Muncie VR office and the Anderson VR office have served as sites for the placement of interns. CORE (Commission on Rehabilitation Education) has commended Ball State University on the arrangement established with the VR offices to provide internship opportunities. The State Agency will continue to assist Ball State

University to apply for RSA funding to support students in the Master's program. We have coordinated with Indiana University/Purdue University in the past to determine how they can assist us in obtaining the coursework needed to prepare counselors to qualify to sit for the Certified Rehabilitation Counselor exam. VRS works closely with Indiana University through the Indiana Institute on Disability and Community in the provision of core course in-service training. Bi-monthly meetings are held with the Institute and will continue. VRS will continue to work with the Institute at Indiana University to prepare another RSA proposal to support the establishment of a Master's in Rehabilitation Counseling program if they are willing when funding becomes available. Indiana has supported Southern Illinois University in its efforts to obtain RSA grants to support tuition reimbursement. VRS will be in regular contact with this institution of higher education to facilitate qualified personnel who are still accessing Southern Illinois coursework.

The first course of the SIU CSPD grant was offered in Indiana in the summer of 2001. At this time six VR Counselors are taking courses through Southern Illinois University. Twenty-four counselors graduated from S.I.U. in December, 2003, with a master in Rehabilitation Administration and Services. One counselor graduated from Utah State University in December 2003. One counselor graduated from Texas Tech in December 2003 and one student will graduate in 2007. The state agency is currently supporting six students in master's programs. In addition, the Agency is assisting counselors with payment of CRC application and examination fees. Funds for tuition reimbursement and CRC accreditation will be obtained from the In-Service Training grant. SIU CSPD grant funding is no longer available therefore limiting the availability of resources for remaining staff to complete master's degrees. The Agency coordinated efforts with CRCC, a professional association, to review transcripts of counselors who have master's degrees in areas related to rehabilitation counseling. This review process resulted in providing information on whether counselors may apply to take the CRCC examination, or whether specific coursework is needed before a counselor will be eligible to sit for the examination. Thirty counselors applied to take the CRC exam in the Spring or Fall of 2004. The majority of these students have passed the CRC exam which is both a credit to the employees and to the SIU master's program. The state agency will continue to support the counselors who wish to be certified as rehabilitation counselors in 2007.

Data System on Personnel and Personnel Development

The State's biennium budget process addresses the annual (for each year of the biennium) numbers and types of staff to be employed. At the time of this systematic process, Vocational Rehabilitation Services makes projections for the coming year on the types and numbers of employees needed. A component of the HRD plan includes identifying and meeting future staffing needs. Monthly reports are prepared and shared with management that include ratios of VR counselors to customers. Currently, the ratio is 1:105. In addition, management team analyzes staffing needs based on projections of the number of people to be served and the number of people expected to retire. We have consistently hired 20-24 new counselors per year due to retirements and individuals with master's degrees accepting positions with higher pay. Over the next five years we will need to fill additional vacancies due to an increased number of employees reaching retirement age. The projected number of

customers to be served is among the data reviewed in consideration of staffing levels. The following are projections of the anticipated number of applicants and eligible individuals in the next five years.

Estimates	Baseline SFY07 actuals	SFY08	SFY09	SFY10	SFY11	SFY12
Applicants	14392	15546	15702	15859	15870	15890
Eligibles	12102	12707	12961	13090	13221	13353

These are ball-park estimates of applicants and eligibles for the next five SFYs based on recent trends (particularly trends in early SFY08 as compared to prior SFYs). SFY07 Actuals are provided for comparison. These increases indicate they we may need to add more staff to serve individuals with disabilities in the future. For the next year, however, staffing levels will remain the same. Ultimately, the State Budget Agency determines if requests to increase staff will be considered. Although the State of Indiana is experiencing budget constraints, we continue to be permitted to fill counselor vacancies. A work group in the VR agency consisting of supervisors, counselors and the Human Resource Director has worked with the Region V RCEP in the development of a succession plan, using the Institute on Rehabilitation Issues document on succession planning as a resource. The succession plan was approved, with recommendations for minor revisions, by the management team early in 2004. The plan identifies provisions for retention of qualified rehabilitation personnel by looking at the establishment of "case aide" positions within VR. To date the case aide position has not been established; however the changing role of support staff in light of automation has resulted in the loss of secretaries through attrition. There is one secretary to assist every three counselors. The role of the secretary continues to be examined by management in the VR agency. The VR agency continues to offer counselors and support staff opportunities to participate in special agency projects outside of their regular work routines; this includes offering counselors interested in being promoted to supervisors the opportunity to gain leadership experience through workgroups designed to work on policy revision.

Regional Managers meet monthly with the Director of the Bureau of Rehabilitation Services, and the Regional Managers work closely with the Area Supervisors to project the number of staff planning to retire and also identify training needs. This system helps the Agency identify where to target recruitment and training efforts. Local universities will be used more aggressively as recruitment sources for people with master's degrees in rehabilitation counseling or closely related areas. The use of internships will enhance our recruitment efforts.

Plan for Recruitment, Preparation and Retention of Qualified Personnel

The Division of Disability and Rehabilitative Services has an Equal Employment Opportunity policy. It states that the Division of Disability and Rehabilitative Services will be fair and equitable in its relations with employees and applicants for employment without regard to race, color, religion, national origin, ancestry, age, sex, or disability. With this in mind, Vocational Rehabilitation Services has increased its efforts in coordination with State institutions of higher education and professional associations to recruit, prepare, and retain

qualified personnel, to include minorities and people with disabilities. Regular participation in job fairs at postsecondary institutions and many other events is used as a means of recruiting professionals with disabilities and minorities. A significant number of VRS employees are people with disabilities. A pool of minority applicants is maintained to increase the number of qualified minorities available for hire, however due to the minimum qualifications being changed to require a master's degree, a pool has been more difficult to maintain. The agency is in the initial stage of exploring the possibility of instituting a certification program to use in addition to the master's degree level requirement. The purpose of a certification program would be to increase the number of qualified professional applicants and address the shortage of qualified master's level applicants.

Staff Development

The procedures and activities that are undertaken to ensure that all personnel employed are appropriately and adequately trained and prepared are outlined in the attached Training Plan. The training initiatives identified are directed toward all levels of staff. Secretaries will continue to have access to classes to improve computer skills and learn American Sign Language, if desired. Needs assessment information is used to develop a plan to meet both individualized and statewide training needs. The establishment of a Masters level program in the State contributes to a system of continuing education. In addition, staff is encouraged to participate in locally offered training as well as national level training. Certified Rehabilitation Counselor (CRC) credits are given for all agency sponsored training that meets CRC criteria. This coordination with a professional association is done to assist Vocational Rehabilitation Counselors in maintaining professional accreditation.

Standards for all job classifications are approved by the Family and Social Services Administration, Department of Human Resources, and State Personnel. These standards are based on a Job Analysis Questionnaire that is completed by staff in those classifications. The Department of Human Resources worked closely with the Vocational Rehabilitation Human Resource Director and employee union representatives to rewrite the existing Job Analysis Questionnaire. Human Resource staff job shadowed counselors to determine if the current classification and salary level is appropriate. Both the Human Resource Department and State Personnel have been apprised of the Rehabilitation Services Administration's laws and regulations in reference to the Comprehensive System of Personnel Development and the need to hire counselors with master's degrees. The minimum qualifications for counselors in Indiana have been revised to reflect the need to hire professionals who have a master's degree in rehabilitation counseling or closely related area, or be a CRC. Job postings for counselors reflect these minimum qualifications. All current counselors and area supervisors were upgraded based on an evaluation of their job functions. This resulted in a pay increase for these individuals and an increase in starting salary, which has assisted somewhat in attracting applicants to counselor positions and enhancing our recruitment efforts. Since the need for master's degrees or CRC has been identified, all new hires must now meet these qualifications. Vocational Rehabilitation Services makes the commitment to bring all current counselors up to the required standard as outlined in this State Plan.

There are 166 Vocational Rehabilitation Counselors in Indiana, which is the number of personnel currently needed to provide VR services. Currently there are four vacancies statewide. One hundred forty-two (142) counselors meet the CSPD requirements in Indiana by having a master's degree in rehabilitation or closely related area, or CRC accreditation. This is an increase of fifteen from the previous year. A total of 38 counselors in Indiana have CRC accreditation, an increase from the 35 reported three years ago, and a decrease from the 54 reported last year. This is likely due to turnover and promotions to supervisory positions. There are 25 Area Supervisors which is the number currently needed for supervision and provision of VR services across the State. Fourteen of the 25 Area Supervisors have CRC accreditation. Counselors who sat for the CRC in 2006 had access to reimbursement for examination fees. This reimbursement will continue in 2007. For all individuals who have master's degrees but do not have all of the core courses necessary to sit for the CRC exam, the agency will pay for the necessary core courses, with budget approval on a course-by-course basis depending on availability of funds, to assist them in qualifying for the CRC exam. The majority of area supervisors in Indiana currently meet the standard; however, those who do not are required to have a plan in place to take the required coursework to meet the Comprehensive System of Personnel Development. Nine counselors are currently enrolled in master's degree programs or have taken some coursework. Three individuals plan to enter master's programs but have not yet started. At this time there are 15 counselors statewide who do not meet the CSPD who plan to resign or retire prior to December 31, 2009.

Counselors have completed plans indicating whether they intend to complete master's degrees or not. Indiana will have all counselors meet the state standard by December 31, 2009 unless lack of resources prevents this from occurring. The CSPD evaluation plan will consist of an annual review to determine that the individualized objectives are being met. Progress toward the state standard will be monitored, both at the local level and centrally. Those who do not meet the CSPD by 12-31-09 will be removed from the classification. All counselors who do not meet the standard will be removed from the classification and may be given assistance in seeking other employment in state government. Should the opportunity for equivalency testing in which credit is given for knowledge incurred on the job become available and approved by RSA, Indiana will participate in such testing.

Personnel to Address Individual Communication Needs

Every attempt is made to hire staff who are trained to communicate in the native language or mode of communication of customers who access VR services. Specific Counselors across the state are designated as Rehabilitation Counselors for the Deaf (RCDs). There are also Counselors who work specifically with individuals who are blind or visually impaired. The Division of Disability and Rehabilitative Services also attempts to fill these positions with staff who have proficiency in American Sign Language or expertise in working with individuals who are blind or visually impaired. Area offices have access to resources to provide materials in alternative formats for individuals who are blind or visually impaired. In addition, we continue to provide funds for Rehabilitation Counselors for the Deaf to enable them to pursue sign language training to increase their skills. This same funding can be used, where the need is identified, for foreign language proficiency. Brochures and

forms are printed in Spanish. Foreign language interpreters are provided on an as needed basis for VR applicants and customers. VR also employs counseling and supervisory staff who are bi-lingual in Spanish and English.

The Division of Disability and Rehabilitative Services is committed to making reasonable accommodations for all staff who have disabilities.

The State Rehabilitation Council has had the opportunity to review and comment on this section of the State Plan in a meeting held on January 19, 2007 and to submit revisions and additions following the meeting.

TRAINING PLAN

The in-service training grant funds will be used to support the training of new vocational rehabilitation counselors. Currently the introductory training consists of five days of classroom training in policy, procedure, philosophy, fiscal best practices, and various disabilities. A new counselor training manual is being developed with the assistance of IIDC. It will be used by area supervisors at the local level in the training of new VR Counselors. Computer-based distance education is currently planned to occur in the next two years as the primary method for teaching counselors the IRIS case management system. This will reduce the cost of overnight travel and ensure consistent delivery of this information. Introductory training will be held twice a year with approximately 12 new counselors for each session. Training resources include VR supervisors, VR trainers, instructors from the Ball State University CORE accredited master's program, Workforce Development trainers, and others with disability-related expertise, such as Department of Mental Health and Addiction employees. Introductory training is evaluated through daily training evaluations and feedback from supervisors regarding individuals' ability to assume caseload responsibilities after completion of the training.

Tuition for Master's degrees in Rehabilitation Counseling or closely related areas is written into the training grant to assist several individuals (counselors and supervisors) who do not yet meet the Comprehensive System of Personnel Development. In addition, VR central office consultants and supervisors will be given access to tuition assistance depending on the availability of funds, in order to expand their expertise in the area of rehabilitation. Distance education (via computer) and weekend coursework will continue to be used in this endeavor.

The Director of the Bureau of Rehabilitation Services in Indiana has convened a workgroup of providers, VR staff, and university-based individuals to begin the development of a "training academy" for providers of employment services in Indiana. The purpose of the academy is to provide training on core competencies needed by all professionals working with people with disabilities. The group will share existing training resources and jointly develop additional resources to increase professionalism and ensure quality services to individuals with disabilities in Indiana. To date, the participating entities are Vocational Rehabilitation, Department of Workforce Development, Indiana Institute on Disability and Community at Indiana University, the Supported Employment Consultation and Training Center, Indiana Association of Rehabilitation Facilities, and the Region V Rehabilitation Continuing Education Program at Southern Illinois University. These entities are still in the process of identifying core competency gaps and planning the core courses that the academy will include. Orientation to VR online, Benefits Planning, and Caseload Management online are courses that have been developed and offered to date. Indiana VR has a contract with the Indiana Institute on Disability and Community (IIDC) to take a leadership role in this development.

Funding to do outreach to minorities and people with disabilities has been allotted for in the grant. The purpose is to increase the number of applicants in order to hire the most qualified professionals to vacancies in the agency. Outreach continues to historically

black universities and colleges, university-based disabled student service offices, Independent Living Centers, and advocacy groups. Funding will pay for travel, Black Expo and job fair registrations, and recruitment materials.

Quarterly training and technical assistance meetings will continue to be held for counselors serving deaf and hard of hearing and individuals who are blind and visually impaired. A needs assessment questionnaire was sent out in January, 2007, to the rehabilitation counselors for the deaf and to the VR Counselors serving individuals who are blind or visually impaired. Based on assessment results, training for these rehabilitation counselors will include: ADA Issues regarding Deafness/Hard of Hearing, Deafness 101, ADA Issues regarding Blindness/Visual Loss, Blindness 101, Training on Deaf/Blind, to include, needs, employment services, and Special Service Providers (SSPs), Transitional Services and the Laws regarding students, parents, and schools for Individualized Education Plans (IEPs), and exit interviews. Needs assessment results indicate that 57.9% of staff wants training on available assistive devices.

In-Service Training grant funds are planned to assist all VR employees in attending professional development conferences to increase skills. Funding will allow employees to attend annual conferences such as the Indiana Association of Rehabilitation Facilities (INARF) and the Indiana Association of Persons in Supported Employment (INAPSE). In addition to fostering the learning of new skills, attendance at professional development conferences will assist counselors in maintaining Certified Rehabilitation Counselor (CRC) accreditation.

We will continue to support individuals in obtaining CRC accreditation. This will be done through the reimbursement of application fees, test sitting fees, and CRC maintenance fees. All VR staff who meet the requirements are encouraged to obtain CRC certification. We believe that provision of this assistance creates an atmosphere of support for ongoing professional development.

Assistive technology training is planned for each year of the grant. This ever-changing area requires ongoing updates to assist counselors in providing the most up-to-date information to customers. For the past year, a workgroup consisting of VR staff, consumers, and providers has worked on identifying technology training and resource needs. With the assistance of ATTAIN (federal technology grant group) and other state-of-the-art technology providers, ongoing training will be planned for VR Counselors, Supervisors, and other direct service providers. To date, these trainings have been held centrally. Options for regional trainings and distance education will be explored in the coming year. Needs assessment results indicate that 60% of all staff need training on selecting appropriate technology to address customer needs.

Substance abuse training is planned for 2007 to assist VR counselors in working with individuals who abuse alcohol and/or drugs. Counselors have expressed confusion regarding who should be determined eligible, the best treatment modalities, and how to handle relapse when working with individuals with substance abuse problems. Indiana VR is currently working to clarify eligibility and service provision. This plan is

consistent with 2006 needs assessment results indicating 56% of staff need training on substance abuse concepts and strategies and 57% of staff want training on treatment planning for customers with clinical needs such as dual diagnoses. This training will emphasize a team approach to rehabilitation in which the community mental health center substance abuse counseling programs are an integral resource to the counselor.

Ongoing case reviews conducted by area supervisors assist in the identification of training needs. A needs assessment conducted in 2005 identified training needs in the following areas: how to conduct a thorough comprehensive assessment, how to link functional limitations to specific job tasks in eligibility determination, and how to develop plans that allow for services that will assist with an employment outcome. Training was held in each of the five regions. Improvements in eligibility decision-making, plan development, and fiscal accountability have been demonstrated by ongoing supervisory case reviews in 2006 and 2007.

Training of Vocational Rehabilitation Counselors on subjects such as how to use the assessment instruments available in the Work Ones, and how Workforce Development staff can work more closely together to address the employment needs of people with disabilities will continue to be a part of local training.

The training budget allows for the purchase of resource materials to include software, DVD's, books, journals, etc. to ensure that VR staff has up-to-date resources to address the service needs of people with disabilities. This would include such items as medical dictionaries, Merck manuals, etc.

The objectives of this proposal were developed in response to the needs that have been identified by case reviews, the annual training needs assessment, and RSA priorities.

Core course workshops in counseling techniques and cultural diversity will continue to be held for new counselors and veteran staff. Individualized training and technical assistance to counselors based on the outcome of case reviews will continue. Joint training of VRS staff and providers continues to occur at the local level. Joint training of VRS staff and INARF members and other providers will continue to be a priority. Current VR management works with INARF to address policy issues, increase consistency in statewide service delivery, improve communication and enhance relationships between VR professionals and community rehabilitation program staff as they work together toward the employment of people with disabilities. A curriculum has been drafted to address the core training needs of both providers and VR Counselors through the Leadership Academy.

Transition from School-to-Work Training continues to occur in conjunction with the Department of Education. The purpose of this training is to ensure smooth transition of students from school-to-work. Training on the principles of informed choice and how to incorporate informed choice into counseling practice has been held and will continue to be available.

Vocational Rehabilitation and Workforce Development training staff have been meeting regularly to plan training and sharing of resources in 2007. Labor Market Information Training was held in December, 2006, and will be incorporated into the core courses of the Leadership Academy.

Another component of working with stakeholders is addressed by the joint training with VR Counselors, Coordinators of Services for Students with Disabilities and Financial Aid Officers to assure the smooth coordination of services for people with disabilities who are involved in post-secondary education. Disabled Student Services Coordinators present training to VR Counselors annually. VR Personnel participate in conferences sponsored by IN-AHEAD, and the Financial Aid Officers of the state universities, in order to keep on top of changes. Joint training of VR staff and the financial aid offices statewide will occur when the Financial Aid Communication form revisions are finalized.

Agency workgroups inclusive of all stakeholders are used to address policy changes and training initiatives that result from these changes. The plan for management consists of this approach. The project director oversees formal needs assessment administration, design of training programs, and ensures that the evaluation component is a part of each program that is offered. Four full-time training staff members are assigned specific duties prior to the start of each grant year. They are responsible for ensuring that programs that address ongoing needs such as training of new staff are scheduled as needed. They ensure that CRC credit is provided for all qualifying programs to assist counselors in maintaining accreditation. They provide logistical assistance for all agency-sponsored trainings, and coordinate tuition reimbursement for master's coursework. The Agency has changing needs that cannot always be planned for and training staff are assigned to assist, as needed, in the development, delivery and evaluation of each activity by the project director.

Training is held regionally whenever appropriate to provide easy access for employees. ADA accessibility is verified by training staff to ensure that all employees have equal access to training sites. Training materials are made available in alternative formats such as large print, Braille, on computer disk, or audiotaped. Interpreters for the deaf are provided whenever needed. Other reasonable accommodations are provided whenever needed. All prospective trainees are surveyed prior to each training program to determine individualized accessibility needs. All training announcements are sent to all appropriate staff and discrimination based on age, race, ethnicity, or disability does not occur.

The Human Resource Development/Training Unit and all central office staff reflect diversity and consists of men, women, Caucasians, African Americans, persons with disabilities, and employees over age 55.

A variety of training techniques and formats are used. VR Training staff will continue to work with university-based programs to provide coursework in modes accessible to the greatest number of employees, such as satellite downlinking and use of the Internet. A combination of classroom teaching, experiential field practice and self-study will be used for new VR Counselors. Two and three-day workshops will be held both centrally and

regionally depending on the needs of the participants. One on one teaching will occur as appropriate to address highly individualized training needs.

All training programs will have an evaluation component to them. This will consist of written evaluations completed by the participants and a review of the intended impact of each program to see if the goals have been met. Other methods of evaluation will include the quality assurance compliance review, customer satisfaction surveys/focus groups, and IRIS reports (case management data) indicating desired outcomes such as increases in competitive placements.

Indiana Vocational Rehabilitation Services uses the resources of the regional rehabilitation continuing education program (RCEP), colleges and universities and information gathered from other states to keep staff up to date on research in rehabilitation. This information is discussed and disseminated through various training programs conducted by the State Agency.

The need for medical aspects training on disabilities such as autism, specific learning disabilities, traumatic brain injury and mental illness continues to be reflected on needs assessment results. Counselors need to know how to request and evaluate thorough diagnostic studies on specific disabilities in order to make timely eligibility decisions. Medical Aspects Training will be held at the regional level whenever feasible. Contracts will be developed with Medical Specialists if the topics cannot be covered by general practitioners. Participants will be 220 Vocational Rehabilitation professional staff. Field staff has indicated the need for training in working with individuals who have sustained head injuries, so this training will be offered in 2007 with the assistance of the Region V RCEP and/or the Brain Injury Association of Indiana. Needs assessment results demonstrate that 55% of staff wants training on the services available for a variety of disabilities, to include traumatic brain injury.

Our 25 Area Supervisors, seven Manager, and three central office supervisors will continue to have access to training with other supervisory personnel through the State Personnel Department. This consists of sessions on ethics, team building, sexual harassment prevention, progressive discipline, performance appraisal and cultural diversity.

Recruitment of qualified minority applicants and applicants with disabilities continues and is used successfully as a means to obtain qualified applicants. Since the master's degree requirement has been in effect, it has been more of a challenge to recruit qualified applicants. People with disabilities will be recruited via sharing of openings with Disabled Students Service offices at state universities, historically Black universities and colleges (nationally), and independent living centers.

A comprehensive system of succession planning is necessary to prevent personnel shortages and ensure the personnel necessary to develop new initiatives/program directions. Vocational Rehabilitation has requested the assistance of the Region V RCEP to further develop a succession plan. Vocational Rehabilitation Services will continue support of Certified Rehabilitation Counselor accreditation by providing training opportunities for

maintenance of Certified Rehabilitation Counselor accreditation and providing stipends for membership application and maintenance. All levels of management will be involved in analyzing and projecting personnel needs. Personnel data to plan for managerial and professional needs will be obtained. Managers and Supervisors are asked to engage in continual planning to identify staff who are ready for promotion and those who will be ready. The establishment of a Masters in Rehabilitation Counseling Program at Ball State University gives us a pool of graduates from which to hire. We will also use interns, as they become available, to encourage employment in Vocational Rehabilitation Services.

VRS staff will continue to do joint training with community rehabilitation program staff. The focus of this training has been person-centered planning in the strategic planning process, performance-based placement, or other topics depending on local need. The emphasis for all training programs will be employment outcomes for people with severe disabilities. Increasing the skill levels of counselors and employment training specialists will result from this continuing training relationship. The establishment of an Academy approach to ensure that all personnel who work in the field of rehabilitation have access to training in core competencies is being jointly developed by Vocational Rehabilitation, Workforce Development, the Indiana Institute on Disability and Community, with assistance from the Region V Rehabilitation Continuing Education Program, the Supported Employment Consultation and Training Center (SECT), and the Indiana Association of Rehabilitation Facilities. This will result in greater collaboration among these organizations to ensure this need is met through both existing training programs and the sponsorship/development of additional training programs.

Coordination of Personnel Development Under the Individuals with Disabilities Education Improvement Act

Coordination with Workforce Development staff, Department of Education staff, and high school transition programs will continue as joint training is held on transitioning students with disabilities into the workforce statewide. The coordination of services for students is the focus of this training. The Indiana Institute on Disability and Community, Center on Community Living and Careers, serves as a transition resource to Vocational Rehabilitation Services. These activities are Indiana's methods of coordinating with personnel development activities under the Individuals with Disabilities Education Act (20 U.S.C. 1400 et seq.). Training and technical assistance continues to be offered statewide and the targeted audience is parents, students, school officials, Vocational Rehabilitation professionals, Community Rehabilitation Program staff, and Workforce Development professionals.

Joint training of Workforce Development staff and Vocational Rehabilitation staff on the resources each entity has to offer and methods for increasing coordination of services has occurred and will continue. Workforce Development and Vocational Rehabilitation Services training staff share training resources in introductory training of our respective employees, as well as in the provision of training on Labor Market Information.